



State of California

Employment Training Panel

Arnold Schwarzenegger, Governor

February 8, 2010

Thomas D. Turner
Director of Human Resources
C.W. Driver, Inc.
468 N. Rosemead Blvd.
Pasadena, CA 91107

Dear Mr. Turner:

RE: **FINAL MONITORING VISIT REPORT FOR C.W. DRIVER RETRAINING SET
ET08-0379**

Date of the Visit:	1/19/10
Beginning/Ending Time:	12:30pm – 3:00pm
Date of Last Visit:	5/21/09
Visit Location:	Irvine
Persons in attendance:	Lynda Hauke, Professional Development Manager, C.W. Driver, Inc. (CWD); Elizabeth Lanting, Human Resource Assistant, CWD; and Suzanne Godin, Contract Specialist, Employment Training Panel (ETP)
Action Required:	No

CONTRACT INFORMATION:

Term of Agreement:	3/03/08-3/02/10	Agreement Amount:	\$303,448
Training Start Date:	3/11/08	No. to Retain:	168
Date Training must be Completed:	12/02/09	Range of Hours:	24-200
Type of Trainee:	SET Retrainee	Weighted Ave. Hours:	102

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5353 Mission Center Road, Suite 110
SAN DIEGO, CA 92108
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FINAL REPORT SUMMARY:

AGREEMENT HISTORY

Headquartered in Pasadena, with field offices in San Diego, Irvine, and Ontario, C.W. Driver is the oldest continually active licensed builder headquartered in Southern California. The company provides custom design engineering, general contracting, and construction management services across a broad spectrum of industries. The agreement was approved as a SET project at the February 2008 Panel Meeting. Training began on 3/11/08. Ms. Hauke reported that all training was completed on 12/02/09 which allowed for the retention period to be completed within the term ending date of the Agreement. ETP approved one agreement revision during the term of the agreement that added the job title of Superintendent to the list of occupations to be trained in Job 1; and added the use of employer-paid health benefits ranging from \$.86 to \$4.00 per hour to meet the required SET hourly wage in Job 1.

INTERVIEW WITH THE CONTRACT REPRESENTATIVE: LYNDA HAUKE

Ms. Hauke reported that the ETP-funded training had been a positive experience and that the company would not have been able to deliver the amount of formal training that it did without the assistance of ETP. The advanced software applications (computer skills) in Prolog, SureTrak and Computer Aided Design, and the Commercial Skills training in LEED building standards provided your employees with the skills necessary to keep CWD competitive; and ultimately kept your workers employed in the current economy. Ms. Hauke also added that the majority of the training was delivered by in-house trainers, which helped to keep your training costs down. Ms. Hauke stated that the commercial and computer skills acquired during the training gave your employees the skills to perform multiple functions and work as lean as possible. Lastly, Interdepartmental communication has improved and CWD employees have a better understanding of how one individual's performance (or lack of) affects the rest of the company.

PROJECT STATUS PROVIDED BY THE CONTRACTOR:

Trainees Started Training:	209	Completed Training:	175
Trainees Enrolled:	209	Completed Retention:	105
Dropped Following Enrollment:	5	In Retention Period:	70
No. Completed Minimum Reimbursable Hours :	175		

DISCUSSION OF PROJECTED EARNINGS:

Ms. Hauke stated that the statistics on the class/lab tracking system were correct which showed that 175 trainees (104% of planned retentions) have completed the specified range of class/lab hours (24-200. As of the date of this report, 105 trainees had completed the retention period and 70 trainees are currently in retention. CWD tracked 14,155 eligible hours on the ETP class/lab tracking system for the aforementioned 175 trainees. CWD is eligible to earn \$254,790 (83% of the encumbered amount) if all retention and contractual requirements are met. To date, CWD has received \$78,080 in unearned progress payments. Ms. Godin reminded Ms. Hauke and Ms. Lanting that the final fiscal closeout invoice must be submitted within 30 days of the last day of the contract, or by 4/02/10. If more time is needed to submit the closeout invoice, please contact ETP's Fiscal Manager, Kulbir Mayall.

ATTENDANCE ROSTERS:

The Contract Analyst reviewed Class/Lab rosters and tracking documents from 4/21/08 to 12/02/09 for eight randomly selected trainees enrolled in Job 1 and compared them to the information contained in the ETP on-line class/lab tracking system. She compared the rosters to the Agreement's Curriculum and checked to ensure that each roster contained the necessary information required by ETP, under Title 22, California Code of Regulations, 4442. All reviewed rosters complied with ETP's record keeping requirements. The analyst also confirmed that the number of training hours in CWD's tracking records (for the eight trainees) matched the number of training hours documented on the applicable Class/lab Rosters. Ms. Godin reminded Ms. Hauke and Ms. Lanting that only a sampling of rosters are reviewed at each monitoring visit and suggested that staff conduct a 100% review of all class/lab rosters before the submission of the final invoice.

INVOICES:

Ms. Godin validated Invoice #3 for Progress Payment 1 (enrollment) for the same eight trainees whose attendance rosters were reviewed above. The analyst verified that each trainee had completed the requisite number of hours before the date of submission of the invoice. The analyst reminded project staff that all progress payments issued by ETP are considered unearned until such time as the retrainee completes all class/lab training and the 90-day retention period. Invoices for progress payments must be submitted sequentially for each retrainee and no more frequently than every 15 days. Invoices for final payments must be submitted no more frequently than once monthly.

INTERVIEWS:

Ms. Godin interviewed three trainees: a project engineer, superintendent, and an administrative support person enrolled in Job 1 who had been employed by CWD from one to seven years. The trainees stated that they had received computer skills training in the company's Prologue ERP system, and commercial, continuous improvement and business skills class/lab training in various topics delivered by both in-house and vendor trainers; confirmed that they received their customary wages while in training; received handout materials for reference purposes; signed a class/lab roster for each session; and stated that the trainer to trainee ratio for classes varied from 1:8 to 1:20.

When asked to comment on the benefits of training, the three employees stated that the computer skills training had focused on using the company's project management software (Prologue) system that is used to track and update project status of each construction job. Commercial Skills training had focused on Leadership in Energy and Environmental Design (LEED) elements delivered by a training vendor. The interviewees added that the Business Skills training in topics such as time management, communication skills, and presentation skills had helped them become more organized at work, manage multiple priorities, and improve their ability to interact with both internal and external customers.

AUDIT:

You will be notified in writing if this agreement is selected for an audit that will be conducted either at your site (field audit) or by telephone if selected for a desk audit (or "review"). These notifications will be sent in advance to allow ample preparation time and will include a list of documentation that will be examined by the auditor. A list of the documentation typically

examined during an audit will be included along with the Audit Notification and Audit Confirmation letters. To provide support of training, original training attendance documentation is required; photocopied records are not acceptable.

Listed below are types of records typically requested during an ETP field audit:

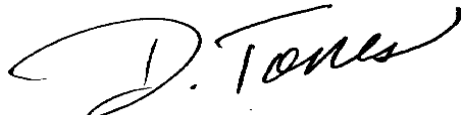
- Training attendance records such as rosters, sign-in sheets, etc.
- Payroll records of individual trainees to verify wage and hours worked
- Personnel records regarding occupation and dates of employment
- Documentation of employer paid health benefits (if applicable)
- Cash receipts to verify receipt and accounting of ETP funds

RECORD RETENTION:

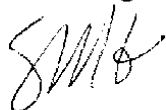
Records must be retained within your control and be available for review at your place of business within the State of California. This responsibility will terminate no sooner than four (4) years from the date of the termination of the Agreement or three (3) years from the date of the last payment by ETP to the Contractor, or the date of resolution of appeals, audits, claims, exceptions, or litigation, whichever is later.

If you have any questions or comments regarding this report, please contact Suzanne Godin at (619) 686-1918 or at sgodin@etp.ca.gov within ten (10) working days from the receipt date of this letter.

Sincerely,



Diana Torres, Manager
San Diego Regional Office



Suzanne Godin, Contract Analyst
San Diego Field Office

cc: Kulbir Mayall, Fiscal Manager
Transparency File
Master File
Project File